



**MKT 372.21 (05215) – Fall 2018 –  
Strategic Product Management  
M/W 3:30 – 5:00; UTC 1.144**

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**Please include “MKT 372” in the subject line of your emails**

**Course Overview:**

Products (and services) are at the heart of marketing and managing the balance between the successful stewardship of new products while continuing to market current products is often the key to a firm’s sustained growth as product-markets evolve over the classic life cycle. This course will expose students to the principles of product management including identifying new growth opportunities, assessing the health and profitability of a product portfolio, developing new products, and positioning and repositioning of current products. Analytical tools, case discussions, and real-world derived projects will be the key learning tools. The course will be relevant to students who expect to work directly in brand or product management as well as those whose interests are in general management and consulting.

**Required Materials:**

1. Please purchase the course packet directly from Harvard publishing at:  
<https://hbsp.harvard.edu/import/565040>. Each student should have their own copy.
2. Additional readings, as prescribed, will generally be accessible through **UT Library**.

**Canvas:**

Canvas will serve as the central distribution/communication vehicle for this course. Please check the folder for each class session for pre-session readings, PowerPoint slides (if any) for the session, as well as other session-related materials. The slides will not always be complete – they may need to be annotated during the lectures.

**Teams:**

Most of the work in this course will be done in teams. Please **form a 5 person team** for the team case write-ups and the term project. Let us know your team composition via Canvas by 9/7 at the latest.

**Grading and Course Requirements:**

Class contribution and preparedness	15%
Team case write-ups	25%
Exam	25%
Project	35%

*Final grades will be based on your Z score, not the absolute number of points. There is no predetermined letter-grade distribution and the class' overall performance will be used to set cut-offs for the letter grades. In fairness to all students, final grades are not negotiable.*

### **Class contribution and preparedness (15%)**

Attendance in all class sessions is mandatory as the lectures will generally supplement material in the readings with only partial overlap. Class sessions will be devoted to probing, extending, and applying the material in the readings.

Participation during class discussions can significantly enhance both your own as well as others' learning. Highly valued contributions include asking insightful questions about lecture material or assigned chapters and readings, redirecting a case discussion when the current point has been adequately covered, providing an appropriate quantitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case or class discussion. Class participation is evaluated on quality of participation, not "air time." Students who make fewer in-class contributions of high quality are evaluated more favorably than students who make frequent contributions that do not advance the class discussion.

#### Pre-class/Case preparation assignments:

Prior to each class session, you will answer questions online (via Canvas) based on the scheduled case and assigned readings. Your responses will be due the day prior to class. These submissions will be graded as complete or incomplete and will factor into your class preparedness score. Poor quality or otherwise unacceptable submissions will be graded as incomplete. Late submissions will not be graded.

### **Team Case Analysis: (25%)**

Two team case write-ups will be due during the semester. A grading rubric will be posted on Canvas to provide a general guide for your written submission.

#### Format requirements:

6 pages (max) of narrative plus 2-3 pages of optional exhibits, 1.5 spacing, 11 or 12 pt. font, 1-inch margins. Include group # and last names in the header on each page. Use suitable section headings to structure your paper. If you include exhibits, please ensure that each exhibit is referenced in the text and also has a few comments to point out what it is you would like us to see in the exhibit.

#### Submissions:

One hard copy (corner stapled and no file folders) and a soft copy (due via Canvas) either as an Adobe Acrobat file or as a MS Word file. The filename should be: "Group # - MKT372- Case Title - F18". **The submission is due by 8:00 pm the day prior to the scheduled case discussion.**

*Note that you must be completely prepared for discussion of each of the cases irrespective of whether or not you were assigned the case for a write-up.*

### **Exam (25%):**

There will be one in-term exam, consisting of a few multiple-choice questions as well as a few essay-type questions. The exam will take place during regular class hours at the regular class location. The exam will test all material covered in the class to-date and will be closed book and closed notes.

**Term Project (35%):**

A key feature of the course is a group (in self-selected teams of 5 students) project requiring the development of a proposal for a new product. Your team will utilize the concepts and techniques learned from the course to propose and refine a concept for a new product. The proposal will (1) include a situation analysis of the product-market assigned to your team, (2) describe how customer needs were studied and what was discovered, (3) describe the new product you are proposing and how it will be address customer needs, (4) and present the results of a concept test as well as a preliminary marketing plan. Further details will be provided during the course.

**Other Procedural Matters**

- The use of cell phones **and laptop computers** in class is **forbidden**.
- All assignments are due via canvas prior to the scheduled submission date and time. Work submitted late will receive a grade of ZERO unless prior arrangements have been made.
- Classes should be viewed as professional commitments. Please plan to arrive on time for the class - late arrivals unfairly distract the rest of the class. If, for any reason, you must miss class or are not prepared to open the class discussion, kindly let me know in advance.
- Attendance is mandatory. You will be allowed two absences. **Each** further absence will result in two points being deducted from your final score (%) in the course. This **includes** absences for job interviews and other necessary absences. If you have more than two job interviews that conflict with class, you must document ALL interviews and provide the information to me in order to receive an exception to the absence limit. There are NO OTHER EXCEPTIONS.
- Group members will evaluate individual contributions to the group at the end of the semester. These evaluations will be used in determining final grades. Do not be a slacker. This part of the evaluation process is very important in determining your final grade.
- Academic honesty is expected on all written assignments. This means that all individual work is INDIVIDUAL. You are not to discuss your case analyses with other students in this class, other classes, classes from previous semesters, or any other student at this or other universities. You are also not to use written case analyses from previous semesters, club/sorority/fraternity test files, study guides, or any other material pertinent to the cases unless you initiate that information yourself (i.e., library references). If you have ANY DOUBTS as to what is acceptable activity, ask me before proceeding. You diminish yourself and the University when you engage in any dishonest activity or submit anything other than purely original work. Any breach of this requirement will be penalized "to the full extent of the law". At the very least you will earn an F in the course, and you may be dismissed from the University.

**PLEASE USE YOUR NAME CARDS FOR EVERY CLASS SESSION**

**Thank you for taking the course and I look forward to working together.**

## Important Notifications

### Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://diversity.utexas.edu/disability/>.

### Diversity and Inclusion

It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength and benefit to all students. Please come to me at any time with any concerns.

### Religious Holy Days

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

### Policy on Scholastic Dishonesty

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://my.mcombs.utexas.edu/BBA/Code-of-Ethics>. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Conduct and Academic Integrity website at <http://deanofstudents.utexas.edu/conduct/> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

### Campus Safety

Please note the following key recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security. More info at: <https://preparedness.utexas.edu/>.

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings and assemble outside when a fire alarm is activated.
- Familiarize yourself with all exit doors of each classroom and building you may occupy.
- If you need evacuation assistance, inform the instructor in writing asap.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by Austin or UT police or fire authorities.

In case of emergency, further information will be available at: <http://www.utexas.edu/emergency>.

### Course Schedule

Date			Topic/Readings & Cases	Assignments (other than pre-class questions)
1	W	29-Aug	Course Introduction	
	M	3-Sep	<i>Labor Day holiday</i>	
<b>Product-Market Evolution and opportunities</b>				
2	W	5-Sep	PLC dynamics and strategies • <i>Read: "Product Life Cycle"</i>	
3	M	10-Sep	Project kick-off	
4	W	12-Sep	Customer-driven innovation • <i>Read: "Innovation – A Customer-driven Approach"</i>	
5	M	17-Sep	Growth opportunities • <i>Read: "Creating New Market Space"</i>	
6	W	19-Sep	<u>Case</u> : "Capital"	
	F	21-Sep		<i>Submit "Project – Situation Analysis"</i>
<b>Customer Insights</b>				
7	M	24-Sep	Customers and their needs • <i>Read: "Understanding User Needs"</i>	
8	W	26-Sep	Defining the scope of customer context • <i>Read: "Discovering New Points of Differentiation"</i> • <i>Read: "Finding the Right Job for your Product"</i>	
	F	28-Sep		<i>Submit "Project - Data Collection Plan for Customer Insights"</i>
9	M	1-Oct	project feedback/team meetings (in lieu of class)	
10	W	3-Oct	project feedback/team meetings (in lieu of class)	
11	M	8-Oct	Mapping customer needs into product solutions	
<b>Diffusion &amp; Concept Testing</b>				
12	W	10-Oct	Diffusion & Forecasting • <i>Read: "Note on Innovation Diffusion: Rogers' Five Factors"</i>	
13	M	15-Oct	<u>Case</u> : "Cree Inc.: Introducing the LED Light Bulb"	<i>Submit: team case write-up for "Cree Inc."</i>
14	W	17-Oct	Concept Tests	

			• <i>Read: "Concept Testing"</i>	
	F	19-Oct		<i>Submit: "Project – Customer Insights Report"</i>
15	M	22-Oct	<u>Case</u> : "TruEarth Healthy Foods"	
<b>Managing the Portfolio</b>				
16	W	24-Oct	Product and brand portfolios • <i>Read: "Extend Profits, Not Product Lines"</i>	
17	M	29-Oct	Product and Brand portfolios	
18	W	31-Oct	<u>Case</u> : "Altius Golf and the Fighter Brand"	
	F	2-Nov		<i>Submit: "Project – Proposed Product Concepts and Testing Plan"</i>
19	M	5-Nov	<u>Case</u> : "Kingsford Charcoal"	
20	W	7-Nov	<u>Case</u> : "Soren Chemicals"	<i>Submit: team case write-up for "Soren Chemicals"</i>
21	M	12-Nov	Project feedback/team meetings (in lieu of class)	
22	W	14-Nov	Project feedback/team meetings (in lieu of class)	
23	M	19-Nov	<b>EXAM</b>	
	T	20-Nov		<i>Submit: "Project – Concept Test results and Revised concept plus positioning"</i>
	W	21-Nov	Thanksgiving Holiday	
24	M	26-Nov	Guest speaker	
25	W	28-Nov	Team project presentations	
26	M	3-Dec	Team project presentations	
27	W	5-Dec	Team project presentations	
28	M	10-Dec	Course wrap-up	